

A plan for effective school leadership

Plan of action that will help any school leader articulate and realize a powerful vision for enhanced achievement of students.

Proposed plan:

1. Develop a strong school leadership team
2. Distribute some responsibilities throughout the leadership team
3. Select the right work
4. Identify the order of magnitude implied by the selected work
5. Match the management style to the order of magnitude of the change initiative

1. Develop a strong school leadership team

A purposeful community provides guidance as to how a leadership team might best be developed and maintained.

- a) Collective efficacy
- b) Development and use of all available assets
- c) It accomplishes goals that matter to all community members
- d) Agreed-upon processes

9 of the 21 responsibilities are necessary for establishing a purposeful community:

- Optimizer
- Affirmation
- Visibility
- situational awareness
- relationships
- communication
- culture

- input

2. Distribute some responsibilities throughout the leadership team

12 of the 21 responsibilities can be effectively distributed throughout the leadership team:

- monitoring/evaluating
- knowledge of curriculum, instruction, and assessment
- involvement in curriculum, instruction, and assessment
- focus
- intellectual stimulation
- flexibility
- resources
- contingent rewards
- outreach
- discipline
- change agent
- order

3. Select the right work

39 questions divided into three areas or levels (school-level, teacher-level and student-level) to identify the right work

4. Identify the order of magnitude implied by the selected work

First-order change vs Second-order change

5. Match the management style to the order of magnitude of the change initiative

First-order change requires attention to all 21 responsibilities.

For second-order change 7 responsibilities are critical:

- Knowledge of curriculum, instruction and assessment
- Optimizer
- Intellectual stimulation
- Change agent
- Monitoring/evaluating
- Flexibility
- Ideals/Beliefs

21 responsibilities that define the role of a school leader:	
• Optimizer	• Involvement in curriculum, instruction and assessment
• Affirmation	• Focus
• Ideals/Beliefs	• Intellectual stimulation
• Visibility	• Flexibility
• Situational awareness	• Resources
• Relationships	• Contingent rewards
• Communication	• Outreach
• Culture	• Discipline
• Input	• Change agent
• Monitoring/Evaluating	• Order
• Knowledge of curriculum, instruction and assessment	